

## Sustainable Communities Combination Planning Grant City of Greenville, South Carolina Written Work Plan

### **ABSTRACT**

The City of Greenville will use the Community Challenge and Tiger II Planning Grant funds to develop a unified and comprehensive plan for Greenville's west side. Entitled "Connections for Sustainability: Linking Greenville's Neighborhoods to Jobs and Open Space", the project will combine \$1.8 million in funding from the HUD Community Challenge and DOT Tiger II Planning Grant with over \$1 million in local and federal investments. The City's overarching goal is to establish connections between affordable housing, transportation options, economic development opportunities, and open space in Greenville with a focus on the west side of the City. Utilizing a bottom-up approach that emphasizes significant and meaningful public involvement, this planning effort will work to deliver all the advantages of a livable community to the low-income residents most in need of these benefits.

The City's strategies for project completion revolve around concentrating efforts into four areas of focus: citywide planning, west side comprehensive planning, education and outreach, and community involvement. The citywide planning effort will guide Greenville's growth in ways that improve quality of life for all residents and function as the groundwork for planning on the west side. West side planning will establish the desired connections by integrating on-going efforts with future plans for affordable housing, transportation options, economic development opportunities, and open space in the community. Education and outreach will ensure that city residents and community leaders are familiar with the best practices for creating a sustainable community and are kept informed throughout the planning and implementation processes. Community involvement will encourage input and guarantee that all planning efforts represent the community's vision for the future. Engaging the public in every step of the planning process will increase support for the implementation of the community vision.

The City of Greenville will employ a multi-disciplinary planning approach and significant public involvement to thoroughly examine and address how a multitude of factors, not just one, can impact and contribute to livability. The main elements for this comprehensive planning effort are: transportation; housing; parks and open space; economic development; and policy and implementation. Anticipated outcomes include zoning codes to support Transit Oriented Development (TOD), a citywide housing strategy, a potential Bus Rapid Transit (BRT) route, a Livability Studio, and a Livability Educator for the community.

### **SCOPE**

The City of Greenville's first area of focus is citywide planning, which will guide the City's growth in ways that improve the quality of life for all residents. Citywide planning will also function as the groundwork for comprehensive planning in the west side. The second focus area, west side comprehensive planning, will seek to increase connections between affordable housing, transportation options, open space, and economic development opportunities by integrating on-going efforts with future plans. Education and

outreach, the third area of focus, will educate residents and community leaders on the Livability Principles and the best practices for creating a sustainable community. Keeping residents and leaders informed throughout the planning and implementation processes will equip them to shape the vision of their communities. The City's fourth, and final, focus area is community involvement, which will verify that all planning efforts represent the community's vision for the future and will increase support for the implementation of the community's goals.

## **PUBLIC PARTICIPATION**

Involving the public in the planning process is vital to creating community supported plans that can be effectively implemented to meet the vision and goals established by the area residents. The Connections for Sustainability grant project will seek to involve the public throughout all major activities. Initial contact with the community has been made through communication with the neighborhood associations in the study area as well as other interested stakeholders and community agencies. The City will require all hired consultants to include a public participation element that is appropriate in the development of their piece of the project. As we finish up the Citywide efforts, the City will hold an event to kick off the west side planning portion of the project and to begin the outreach and public involvement activities. Building from the participation efforts utilized in the development of the Citywide plans, the community will be encouraged to become involved in focus teams that will help frame the main elements to be approached within the west side comprehensive plan. The teams will look at housing, economic development, transportation, parks and open space, and policy and implementation. As a consultant is hired to complete the west side comprehensive plan, there will be a particular interest in ensuring that a substantial public participation plan is integrated into their proposal. To further complement these activities, the Livability Studio will be established to provide the community with access to project information and for opportunities involving community involvement and education activities. The project website and outreach program will be marketed to members of the community to spread the sphere of involvement by reaching those that do not typically participate. Efforts will be made to continually reevaluate the public participation elements of the plan to ensure that there is substantial community involvement throughout the planning process.

## **MAJOR ACTIVITIES**

### **1. Citywide Planning**

#### **1.1 Citywide Housing Strategy**

The development of a citywide housing strategy will allow Greenville to become a growing city with an array of housing options. The strategy will help develop goals for the west side community and inform comprehensive planning. This activity is to be completed by a consultant working in conjunction with City Staff. The overall outcome for the citywide housing strategy is to provide a comprehensive assessment of Greenville's housing inventory, current and future housing needs, and an approach for achieving a variety of housing options while enhancing existing neighborhoods.

**Specific Steps:**

- 1.1.1 City Staff will post Request for Proposal (RFP) and choose consultant team
- 1.1.2 Consultant team will investigate current housing inventory and build on work previously done by all partner organizations
- 1.1.3 Consultant team will estimate future needs and concerns
- 1.1.4 Consultant team will incorporate a community involvement component into the planning process
- 1.1.5 Consultant will analyze existing development barriers and integrate solutions with development approval process review
- 1.1.6 Consultant team will complete the housing strategy
- 1.1.7 City Staff will implement the strategy and integrate it with other grant activities, including the west side comprehensive plan

**Anticipated Outcomes:**

- 1.1a Citywide population and demographic analysis
- 1.1b Citywide housing demand analysis with preference trends, housing models, and needs for all sectors of the market
- 1.1c Citywide housing supply analysis to identify current housing market and conditions
- 1.1d Potential density bonusing
- 1.1e Steps to meet demand and supply needs
- 1.1f Prime housing development and redevelopment sites identified
- 1.1g Incentives for redevelopment

**Objectives:**

- Establish housing demand and supply.
- Provide a roadmap for improving Greenville's housing options and increasing the availability of affordable housing in the west side.
- Educate the community on sustainability and housing issues.
- Integrate citywide planning into comprehensive planning efforts for the west side.

**Livability Principles Addressed: 2-6**

2. Expand location- and energy-efficient housing choices.
3. Improve economic competitiveness of neighborhoods.
4. Target federal funding toward existing communities.
5. Align federal policies and funding.
6. Enhance the unique characteristics of all communities.

**See Appendix A for further information.**

**1.2 Development Approval Process**

An evaluation and realignment of the current development approval process will encourage development while ensuring all City guidelines and regulations are met. This task will be performed by a consultant team and the Planning and Zoning Staff. The review of the development approval process will culminate with a technical report that identifies weaknesses, highlights strengths, and provides solutions for the overall improvement of the process.

**Specific Steps:**

- 1.2.1 City Staff will post RFP and choose consultant team
- 1.2.2 Consultant will identify and analyze barriers to affordable housing and the review process for potential solutions
- 1.2.3 Consultant will review development approval process
- 1.2.4 Consultant will complete report and provide recommendations
- 1.2.5 City Staff will streamline the development approval process based on recommendations

**Anticipated Outcomes:**

- 1.2a Analysis of current development review procedures
- 1.2b Existing strengths and conflicts
- 1.2c Recommended solutions for resolving conflicts
- 1.2d User-friendly design approval process
- 1.2e Best practices for design review process
- 1.2f Phasing plan for implementation
- 1.2g Comprehensive manual with procedures and responsibilities for each permit type

**Objectives:**

- Evaluate the City's current operations and organizational structure in order to provide recommendations for more efficient process alternatives.
- Identify opportunities to encourage the development of affordable and workforce housing.
- Provide a manual to include procedures and responsibilities for each permit type.

**Livability Principles Addressed: 2-5**

2. Expand location- and energy-efficient housing choices.
3. Improve economic competitiveness of neighborhoods.
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**See Appendix A for further information.**

**1.3 Transit (BRT) and TOD Plan**

A transportation study of Greenville, with a focus on the west side, will establish a route for bus rapid transit which may traverse from CU-ICAR to downtown, and will identify possible transit oriented developments along the proposed route. The Transit and TOD plans will be used in public outreach and integrated into the west side comprehensive plan. This activity will be developed by a consultant hired by, and working with, City Staff. These plans seek to provide alternative transportation options to all city residents with special attention on lower income, elderly, and less mobile citizens and will encourage compact, whole systems development.

**Specific Steps:**

- 1.3.1 City Staff will post RFP and choose consultant team
- 1.3.2 City Staff will lead public involvement for community input
- 1.3.3 Consultant will communicate with GTA and analyze existing plans
- 1.3.4 Consultant team will complete Transit (BRT) and TOD plan

- 1.3.5 City Staff will utilize plan in outreach component
- 1.3.6 City Staff will implement and integrate plan with the west side comprehensive plan

**Anticipated Outcomes:**

- 1.3a Analysis of current transit opportunities and needs
- 1.3b Locations and justification for BRT route and placement of TODs
- 1.3c Locations and feasibility of spurs and parking
- 1.3d Employment centers and housing locations
- 1.3e Potential land use changes and density requirements
- 1.3f Solutions and best practices for maintenance and management of BRT
- 1.3g Possible densities and case studies for TODs and projected ADT increases
- 1.3h Coordination with GTA, GPATS, etc
- 1.3i Phased implementation plan with cost estimates

**Objectives:**

- Provide alternative transportation options to link people to jobs and housing.
- Stimulate economic development and boost potential for job creation.
- Redevelop blighted properties and attract new industries and professionals.
- Educate the community on sustainability, transit issues, and transit options.
- Integrate transit planning into comprehensive planning efforts for the west side.

**Livability Principles Addressed: 1-4, 6**

- 1. Provide more transportation choices.
- 2. Expand location- and energy-efficient housing choices.
- 3. Improve economic competitiveness of neighborhoods.
- 4. Target federal funding toward existing communities.
- 6. Enhance the unique characteristics of all communities.

**See Appendix A for further information.**

**1.4 Codes for TOD**

Greenville's zoning and building codes will be analyzed and refined to support the implementation of the Transit and TOD plan. A TOD overlay will encourage infill and denser development in areas near potential BRT stations. A consultant and City Staff will execute this activity. Redeveloping the codes to support transit oriented development will pave the way for well designed compact, mixed-use urban development.

**Specific Steps:**

- 1.4.1 City Staff will post RFP and choose consultant team
- 1.4.2 Consultant will complete plan for TOD code development
- 1.4.3 Consultant will develop a TOD overlay for implementation
- 1.4.4 City Staff will integrate codes and zoning for the TOD overlay with the west side comprehensive plan
- 1.4.5 City staff will implement codes and zoning for TOD overlay

**Anticipated Outcomes:**

- 1.4a Analysis of current zoning and building codes

- 1.4b Existing barriers for TOD and possible solutions
- 1.4c Recommendations for zoning and building code changes to support TOD
- 1.4d TOD overlay district
- 1.4e Best practices for TOD overlay district integration
- 1.4f Phasing plan for implementation
- 1.4g Design guidelines manual for TOD

**Objectives:** see Transit (BRT) and TOD Plan

**Livability Principles Addressed:** see Transit (BRT) and TOD Plan

### **1.5 Baseline Data and Metrics**

Baseline data of Greenville's west side from the 2010 Census will be analyzed by Clemson University Planning Studio students for use in future measurements. Clemson University students will also develop metrics for the west side from the analyzed data to measure the success of implementation plans associated with the project. Data and metrics will be utilized in the planning and outreach components of the grant and will provide a basis from which to track the improvement in quality of life in the west side area.

#### **Specific Steps:**

- 1.5.1 City Staff will contract Clemson Planning studio to analyze 2010 Census data
- 1.5.2 Clemson studio will develop measurement metrics based on analysis
- 1.5.3 City Staff will utilize baseline data in planning and outreach components of the grant
- 1.5.4 City Staff will use metrics to measure future plan implementation

#### **Anticipated Outcomes:**

- 1.5a Analysis of city demographics: gender, race, income, jobs, homeownership, health, transportation use, etc
- 1.5b Demographic data for specific neighborhoods
- 1.5c Metrics and measurement approaches for the future analysis
- 1.5d Increase in homeownership, jobs, education, transportation, and median income
- 1.5e User-friendly presentation of Census data for community education

#### **Objectives:**

- Provide a snapshot of existing population.
- Create baseline from which to measure citywide and neighborhood growth.
- Tailor education and outreach programs to individual communities based on data.

#### **Livability Principles Addressed: 1-6**

- 1. Provide more transportation choices.
- 2. Expand location- and energy-efficient housing choices.
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**See Appendix A for further information.**

## **2. West Side Planning**

### **2.1 Real Estate Study for Community Park**

A real estate study will evaluate and create a land acquisition strategy with an implementation plan for the proposed community park. The land acquisition strategy will set the groundwork for comprehensive planning and allow the City to seek resources for implementation of the community park. A real estate team will work with City Staff to complete this step. The real estate study will provide an analysis of available land best suited for park use and the most practical route to acquire the land.

#### **Specific Steps:**

- 2.1.1 City Staff will post RFP and choose real estate team
- 2.1.2 Real estate team will inventory potential land for acquisition
- 2.1.3 Real estate team will develop a land acquisition strategy for the community park
- 2.1.4 City Staff will seek resources to implement the land acquisition strategy

#### **Anticipated Outcomes:**

- 2.1a Available land suited for park use
- 2.1b Price estimates for parcel acquisitions
- 2.1c Acquisition strategy with proposed timeline
- 2.1d Suggested resources for implementation

#### **Objectives Achieved:**

- Improve recreational opportunities through creation of additional parkland.
- Address sustainability issues such as walkability, air quality, and open space.
- Enhance economic development and eliminate blighted properties.
- Improve quality of life for west side residents through job creation, neighborhood connectivity, and trail transportation.

#### **Livability Principles Addressed: 1, 3-6**

- 1. Provide more transportation choices.
- 3. Improve economic competitiveness of neighborhoods.
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**See Appendix A for further information.**

### **2.2 Environmental Site Assessments**

Brownfield funds will be utilized for environmental site assessments of west side properties for future development and/or parkland which will encourage reuse of current blighted parcels. This task will be executed by City Staff with consultant assistance. Environmental site assessments will reactivate urban land by leveraging federal funds for the recycling of underutilized properties.

#### **Specific Steps:**

- 2.2.1 Brownfield Task Force will review properties in park area

- 2.2.2 City Staff will perform environmental site assessments on properties within park area
- 2.2.3 City Staff will decide whether or not to engage in VCCs or ESA II

**Anticipated Outcomes:**

- 2.2a Sites for redevelopment or reuse
- 2.2b Sites that need remediation and subsequent Voluntary Clean Up Contracts
- 2.2c Community improvement and decreased crime
- 2.2d Money leveraged for park investment

**Objectives:**

- Reuse underutilized land for park creation.
- Clean up unsafe, eyesore properties.
- Invest in west side for future improvements.
- Educate community on topic of brownfields and alter attitudes towards sites perceived as contaminated.

**Livability Principles Addressed: 3-5**

- 3. Improve economic competitiveness of neighborhoods.
- 4. Target federal funding toward existing communities.
- 5. Align federal policies and funding.

**See Appendix A for further information.**

**2.3 Energy Efficient, Affordable Housing**

CDBG and HOME funds will be allocated to increase energy efficient, affordable housing stock in the study area and improve home ownership rates. City Staff will manage the investment in affordable housing to help revitalize the community and increase the quality of life for Greenville residents by providing attractive and efficient urban living at a reasonable cost.

**Specific Steps:**

- 2.3.1 City Staff will assess developable locations and acquire property

**Anticipated Outcomes:**

- 2.3a Potential lots identified and plans developed for energy efficiency
- 2.3b Increase in affordable housing stock
- 2.3c Increase in homeownership rates in west side area
- 2.3d West side education of energy efficiency and decrease in overall energy use
- 2.3e Enhancement in quality of life for residents
- 2.3f Job creation through increase in neighborhood economy and stability

**Objectives:**

- Increase Greenville's housing stock and ownership rates.
- Develop on infill lots to minimize land consumption.
- Build for energy efficiency to minimize air pollution, energy use, and water use.
- Uphold the west side's characteristics of population and architecture.
- Education citizens on sustainability issues and energy efficiency.

**Livability Principles Addressed: 2-6**



2. Expand location- and energy-efficient housing choices.
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**See Appendix A for further information.**

#### **2.4 West Side Comprehensive Planning**

A comprehensive plan for Greenville's west side will be developed to create a cohesive vision and establish an implementation plan for the area's future. Major planning components will include economic development; the community park; the housing strategy; and BRT and TOD plans. A consultant team will be hired by City Staff to perform the comprehensive planning components. Alternative scenarios of each plan will be evaluated to select the best vision for the future of the west side. Final selection and implementation of these plans will be the responsibility of City Staff and elected officials. West Side Comprehensive Planning will improve the community's quality of life by addressing enhancements of economic development, housing stock, transportation options, open space, and safety. Community engagement is crucial for the successful development of these activities.

Before the commencement of the West Side Comprehensive Planning process, the City will host a kick-off for the community to introduce the planning process and identify major focus areas and goals. During this time, community will begin to envision the future of the area by highlighting needs, desires, and goals. The Alignment Team and Focus Teams for transportation; housing; parks and open space; economic development; and policy and implementation will be formed and will begin meeting regularly. Once the comprehensive planning consultant is hired, a community involvement timeline will be finalized. Please see Community Involvement for additional steps and information.

##### **Specific Steps:**

- 2.4.1 City Staff will inventory existing plans for the west side of Greenville
- 2.4.2 City Staff will plan and host West Side Comprehensive Planning Kick-off
- 2.4.3 City Staff will post RFP and choose consultant team for west side planning
- 2.4.4 City Staff will further develop workplan for West Side Comprehensive Planning
- 2.4.5 City Staff and consultant will update community involvement timeline
- 2.4.6 Consultant will meet with community and translate input into planning process
- 2.4.7 Consultant will complete the economic development component
- 2.4.8 Consultant will complete the programming for park
- 2.4.9 Consultant will utilize findings from housing strategy and BRT & TOD plans in comprehensive planning
- 2.4.10 Consultant and City Staff will evaluate alternative scenarios to choose the best vision for the future of the west side and engage the community to select optimal scenario
- 2.4.11 City Staff and Consultant will complete the west side comprehensive plan
- 2.4.12 City Staff will adopt and implement the west side comprehensive plan

##### **Anticipated Outcomes**

- 2.4a Economic development strategy with tailored economic marketing tools
- 2.4b Economic development through increase in local jobs, and small businesses
- 2.4c Park programming, recreational opportunities, and community sports
- 2.4d Quality of life and community health improvements
- 2.4e Neighborhood pride and identity
- 2.4f Alternative transportation, options for elderly and immobile
- 2.4g Quality housing options and an increase in homeownership rate
- 2.4h Improvements in crime, vagrancy, and vacant buildings

**Objectives:**

- Improve quality of life through planning efforts in economic stability, employment opportunities, housing options, open space access, and transit availability.
- Educate the community on sustainability issues and livability principles.
- Involve the community in the comprehensive planning process through neighborhood meetings, Focus Groups, and the Alignment Team.

**Livability Principles Addressed: 1-6**

1. Provide more transportation choices.
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**See Appendix A for further information.**

**3. Education and Outreach**

**3.1 Livability Educator**

The Livability Educator will serve a lead role in educating the Greenville community on issues related to livability. Responsibilities will be to develop the Livability Curriculum with which to educate the City's youth, the community, and City elected and appointed officials. The hire and management of the Educator will be the responsibility of City Staff in coordination with Furman University's Shi Center for Sustainability. The Livability Educator will establish the Livability Curriculum, Outreach Program, and Livability Studio in order to educate the community on the Livability Principles and to create awareness of urban sustainability.

**Specific Steps:**

- 3.1.1 City Staff will coordinate with Furman University's Shi Center for Sustainability to envision and hire position
- 3.1.2 Educator will create a Livability Curriculum for student audiences
- 3.1.3 Educator will engage youth in the planning process
- 3.1.4 Educator will develop materials for education of the community and City elected and appointed officials
- 3.1.5 Educator will continue community education and look for other ways to keep the program active in the future

**Anticipated Outcomes:**

- 3.1a Livability curriculum for school children and adult audiences
- 3.1b Livability education in school system, business community, west side community, and City Council, etc
- 3.1c After-school and summer programs for children and teens
- 3.1d Knowledge of Livability Principles and emphasis on implementation opportunities
- 3.1e Increase in energy efficiency
- 3.1f Tangible space for community outreach and education
- 3.1g Pamphlet and web information on sustainability

**Objectives:**

- Educate Greenville's youth on topics of sustainability.
- Promote application of Livability Principles and increase quality of life for community.
- Develop and implement an education and outreach program for Greenville's citizens.
- Coordinate the Livability Studio for outreach and community involvement activities.

**Livability Principles Addressed: 1, 3-6**

1. Provide more transportation choices.
2. Expand location- and energy-efficient housing choices.
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**See Appendix A for further information.**

**3.2 Outreach Program**

A Public Outreach program will be developed to promote awareness of the Livability Principles and keep the community informed on all activities related to the grant. Educational opportunities such as a speaker series, a film series, and workshops will be included in the outreach program and marketing materials, handouts, and a web page will be created as informational tools. The Livability Educator and City Staff will coordinate these tasks. The outreach program will reach out to Citywide residents and children, west side neighborhoods, community outreach groups, and the business community to educate the citizens of their role in achieving urban sustainability.

**Specific Steps:**

- 3.2.1 Educator and City Staff will develop marketing materials and draft a web page
- 3.2.2 Educator will hold and market public education events
- 3.2.3 Educator and City Staff will continue to hold events and utilize web page to keep public up to date on all project activities

**Anticipated Outcomes and Livability Principles Addressed:** See Livability Educator

**Objectives:**

- Educate citizens on Livability Principles and encourage application of principles.
- Connect with business community and promote sustainable economic development.
- Create awareness of sustainably-minded comprehensive planning approach.

### **3.3 Livability Studio**

The Livability Studio will be established in the West Greenville Community Center (WGCC) as a hub for community involvement in the comprehensive planning effort. City Staff will be responsible for the establishment of this space but the Livability Educator and the Community Center will coordinate its operation and activities. The Livability Studio will be a public location from which to educate the community about livability and create awareness of urban sustainability.

#### **Specific Steps:**

- 3.3.1 City Staff will select architectural design team for WGCC
- 3.3.2 Design team will complete architectural renderings and design work for WGCC renovation
- 3.3.3 WGCC will be renovated, refurbished and established as the Livability Studio
- 3.3.4 Educator will use Livability Studio for public meeting space, display area, computer lab, and classroom space
- 3.3.5 City Staff will use Livability Studio to promote community involvement in the west side comprehensive planning effort

**Anticipated Outcomes and Livability Principles Addressed:** See Livability Educator

#### **Objectives:**

- Establish welcoming space for community education, feedback, and interaction during the planning process.

## **4. Community Involvement**

### **4.1 Community Involvement**

Community involvement, coordinated by City Staff, will identify and address the community's concerns, needs, and desires during the comprehensive planning process and seek to define a comprehensive vision for the future of the community. West side focus groups and west side and citywide community meetings will be held initially to introduce the grant and periodically to maintain communication with neighborhoods throughout the three year grant period. Continual involvement of the west side neighborhoods through meetings and focus groups will encourage input and ensure the final west side comprehensive plan captures their collective vision for the future of the area. Citywide involvement will build support for the implementation of the plans.

Citizen-based Focus Groups will be formed for the following elements of planning: transportation, housing, parks and trails, economic development, and policy and implementation. The Focus Groups will help guide the west side comprehensive planning consultant to create goals and objectives for their respective topic area. The Alignment Team, composed of citizens and a leader acting as the Alignment Consultant, will serve as a liaison between the Focus Groups and the west side comprehensive planning consultants to ensure the best possible scenarios for the comprehensive plan are met.

**Specific Steps:**

- 4.1.1 City Staff will introduce the grant and maintain communication with west side neighborhoods through neighborhood meetings
- 4.1.2 City Staff will provide opportunities for City residents and workforce to be involved in Citywide planning efforts
- 4.1.3 City Staff will host initial west side comprehensive planning kickoff to discuss goals and begin visioning
- 4.1.4 City Staff will ensure opportunities for City residents and workforce to be involved in west side comprehensive planning process
- 4.1.5 City Staff will form Focus Groups comprised of interested citizens, City Staff, and stakeholders
- 4.1.6 Focus Groups will evaluate and help complete specific components of the west side comprehensive plan and create goals for the future of the area
- 4.1.7 City Staff will form Alignment Team
- 4.1.8 Alignment Team will steer all planning efforts and coordinate Focus Teams
- 4.1.9 City Staff will work with consultant to present completed comprehensive plan for final community approval

**Anticipated Outcomes:**

- 4.1a Awareness of community's needs and desires for safety, parks, transit, and housing
- 4.1b Identification of community's concerns for planning effort
- 4.1c Comprehensive vision
- 4.1d Support for implementation of plans

**Objectives:**

- Align the community's vision with the citywide and comprehensive planning efforts.
- Strengthen community relations and draw on expertise within the community.
- Receive informed feedback for effective communication during planning process.

**Livability Principles Addressed: 1-6**

1. Provide more transportation choices.
2. Expand location- and energy-efficient housing choices.
3. Improve economic competitiveness of neighborhoods.
4. Target federal funding toward existing communities.
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**See Appendix A for further information.**

**4.2 Alignment Consultant**

The Alignment Consultant will be hired to direct City Staff, and act as a liaison between Staff and the Alignment Team in order to steer all the planning efforts. The Alignment Consultant will govern the Alignment Team, which will coordinate Focus Teams and align the goals established by the Focus Teams to help finalize the west side comprehensive plan to provide compatible, formatted results.

**Specific Steps:**

- 4.2.1 City Staff to hire consultant as Alignment Consultant
- 4.2.2 Alignment Consultant will guide planning efforts to ensure alignment of final plans
- 4.2.3 City Staff and Consultant will establish Alignment Team to coordinate Focus Teams
- 4.2.4 Alignment Team will align the goals established by Focus Teams to help complete the west side comprehensive plan

#### **4.3 Grant Administration**

A team of City Staff led by Wayne Leftwich, the Community Planner, will administer the grant. The team includes representatives from Community Development, Economic Development, Planning & Zoning, Parks & Recreation, Office of Management & Budget, and Greenville Transit Authority. Primary staff responsibilities will be the care of the Community Planner, Development Planner, and Grant Coordinator.

The Team Leader/Community Planner position is responsible for overall management of the grant and comprehensive planning process. The Planner will supervise the Grant Coordinator and the Livability Educator.

The role of the Development Planner is to direct outreach and help coordinate consultants. The Planner will integrate the grant's comprehensive planning efforts into current citywide planning endeavors.

The Grant Coordinator position is primarily responsible for the reporting, coordination and outreach of the grant, including assistance with the development and implementation of the grant's Outreach Program and coordination of the City's Brownfields program.